# HUMAN RESOURCES FOR SUPERVISORS

# MODULE 1

# The Supervisor as Human Resources Manager!

# Purpose & Scope

To prepare supervisors for their Legal and Regulatory Responsibilities

In this course we will :

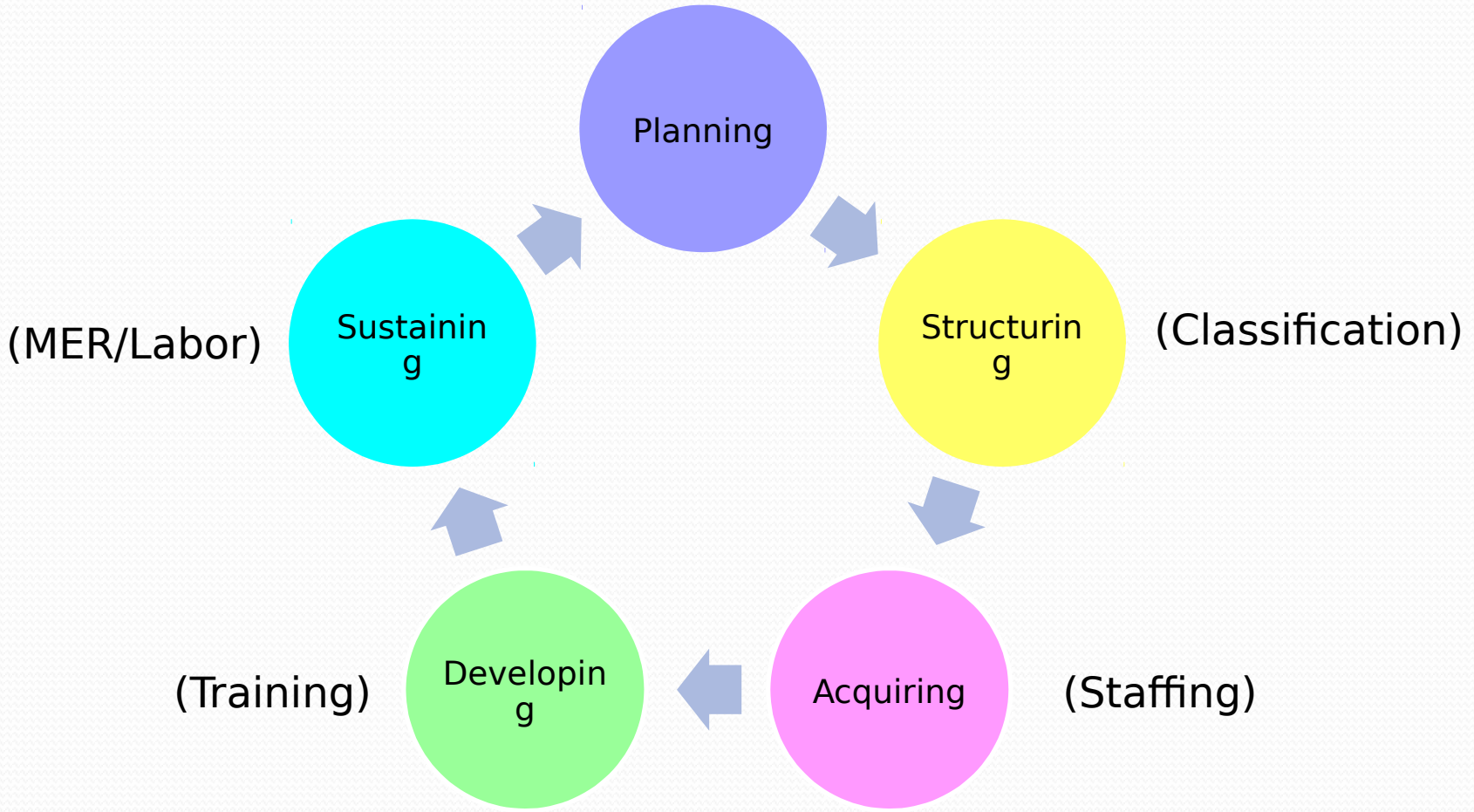
- Discuss multiple personnel pay systems
- Discuss concepts covering the 2 predominant pay systems in Department of the Army
- Lead you through the maze of civilian human resource management

# Learning Objectives

After completion of this lesson, participants will be able to:

1. Identify Civilian Human Resource Management (CHRM) Life Cycle functions
2. Explain each supervisor's responsibility and accountability for compliance with the Merit Systems Principles and Prohibited Personnel Practices
3. Identify overall responsibilities and functions of Civilian Personnel Advisory Centers and CHR Regional Processing Centers
4. Explain the purpose and benefits of the Strategic Recruitment Discussion
5. Access web-based sources of HR information and automated HR tools

# Civilian Human Resources Management Life Cycle



# Planning the Work

- Planning - first phase of the Civilian Human Resources Management Life Cycle
- President's Management Agenda - develop a plan to address the strategic management of human capital
- Almost any event that happens in your organization impacts your HR management responsibilities

**What kind of events have an impact on managing your human resources?**

# Merit System

## MERIT SYSTEM PRINCIPLES AND PROHIBITED PERSONNEL PRACTICES WHERE DID THEY COME FROM?

**Merit System Principles were established in law by the Civil Service Reform Act of 1978.**

- In the late 1800's, the Pendleton Act established procedures for ensuring that selections for certain federal jobs would be based upon open competition, and free from political coercion.
- Primarily, these early references to a merit system were based on a desire to eliminate the "spoils system" of providing federal jobs to those who supported newly elected presidents.

**Prohibited Personnel Practices are derived from the Merit System Principles.**

- They identify specific practices to avoid when taking personnel actions in order for your action to be in compliance with the Merit System Principles.

# Merit System

## What are Merit System Principles?

- The Merit System Principles provide the code of conduct you should follow when you take a personnel action.

## What are Prohibited Personnel Practices?

- Prohibited Personnel Practices are those practices that you must avoid when taking personnel actions in order to uphold the Merit System Principles.

- As with the Merit System Principles, Prohibited Personnel Practices are also established in law.

# Merit Principles

**1. Recruit, select, and advance on merit after fair and open competition.**

**2. Treat employees and applicants fairly and equitably.**

**3. Provide equal pay for equal work and reward excellent performance.**

**4. Maintain high standards of integrity, conduct, and concern for the public interest.**

**5. Manage employees efficiently and effectively.**

**6. Retain or separate employees on the basis of their performance.**

**7. Educate and train employees if it will result in better organizational or individual performance.**

**8. Protect employees from improper political influence.**

**9. Protect employees against reprisal for the lawful disclosure of information in "whistleblower" situations.**

# Prohibited Personnel Practices

1. Illegally discriminate for or against any employee/applicant
2. Solicit or consider improper employment recommendations
3. Coerce an employee's political activity
4. Obstruct a person's right to compete for employment
5. Influence any person to withdraw from competition for a position
6. Give unauthorized preference or improper advantage
7. Employ or promote a relative
8. Retaliate against a whistleblower, whether an employee or applicant
9. Retaliate against employees or applicants for filing an appeal
10. Unlawfully discriminate for off duty conduct
11. Violate any law, rule, or regulation which implements or directly concerns the merit
12. Knowingly violate veterans' preference requirements

# Recent Relevant Cases

**Special Counsel, Petitioner, v. Richard F. Lee, Diane L. Beatrez**

MSPB ordered suspension of two Coast Guard Human Resource Specialists for violating Prohibited Personnel Practice #6 - granting a preference or advantage to an applicant for the purpose of improving his prospects of obtaining a promotion to a supervisory position

- HR Specialist (Lee) suspended for 45 days
- HR Specialist (Beatrez) suspended for 10 days
- What did they do? Specialists cancelled a series of vacancy announcements and re-advertised the position three times in an attempt to ensure management's name request would receive consideration

**Federal Court Case**

NASA HR employee (Patricia Biondolillo) pled guilty in Federal Court to using her official position to secure and advance husband's employment at the Langley Research Center (violating 5 Prohibited Personnel Practice #7.

- HR Specialist faces maximum penalty of one year in prison and a $100,000 fine.
- What did she do?
  - Used non-public information concerning a job opening to introduce her husband's resume to the selecting official.
  - Failed to disclose her relationship to the prospective employer.
  - Pressured university officials to expedite her husband's admission and therefore, employment at Langley.

# Customer Service vs Merit Principles

# Name Requests

# Name Requests

# Summary – Merit Principles & Prohibited Practices

- Be aware of your responsibilities in complying with Merit System Principles and avoiding Prohibited Personnel Practices
- Think before you act
- Consult HR and other advisors (EEO, Legal)
- Supervisors are held to a higher standard
- Be aware of perceptions—even when an action is "strictly legal"

# Merit Principles & Prohibited Personnel Practices

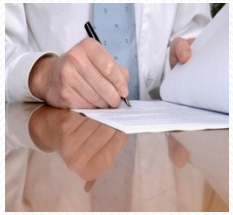
## Discussion:

1. Have you experienced or heard of a person who may have violated a merit principle?
2. Have you experienced or heard of a person who may have engaged in a prohibited personnel practice?

# HR Regulatory Base

- Law/Executive Order (Title 5, U.S. Code) Labor Agreement, if any
- Code of Federal Regulations (5 CFR)
- DoD Regulations and Policies, e.g., NSPS Implementing Issuances
- Army Regulations and Policies
- Army Command & Sub-Command Regional and local regulations and policies

# HR Philosophy



Army's Civilian HR Mission:  Provide the Army responsive policies and services to recruit, develop and sustain an effective civilian work force

# Civilian Human Resources Agency (CHRA) Mission

# Structure of Civilian HR

# Civilian Personnel Advisory Center (CPAC)

# Regional Processing Center

# Other HR Services

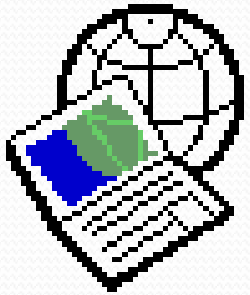
# CPAC – Supervisor Partnership

## Strategic Recruitment Discussion (SRD)

# Benefits of SRD

# Additional Resources

- Your servicing Civilian Personnel Advisory Center



- Army website:
  http://cpol.army.mil/library/general
  - Contains latest Army information

- CHRA website:
  http://www.chra.army.mil
  - Contains HR related materials